Courts Administration Service

2012-13

Report on Plans and Priorities

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Minister of Justice and Attorney General of Canada

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Chief Administrator's Message

Daniel Gosselin

I am pleased to present the 2012-13 Report on Plans and Priorities for the Courts Administration Service (CAS).

This document outlines how the organization proposes to meet its strategic outcome and continue to play a vital role in Canada's justice system by providing essential services to four separate and independent federal superior courts of record: the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

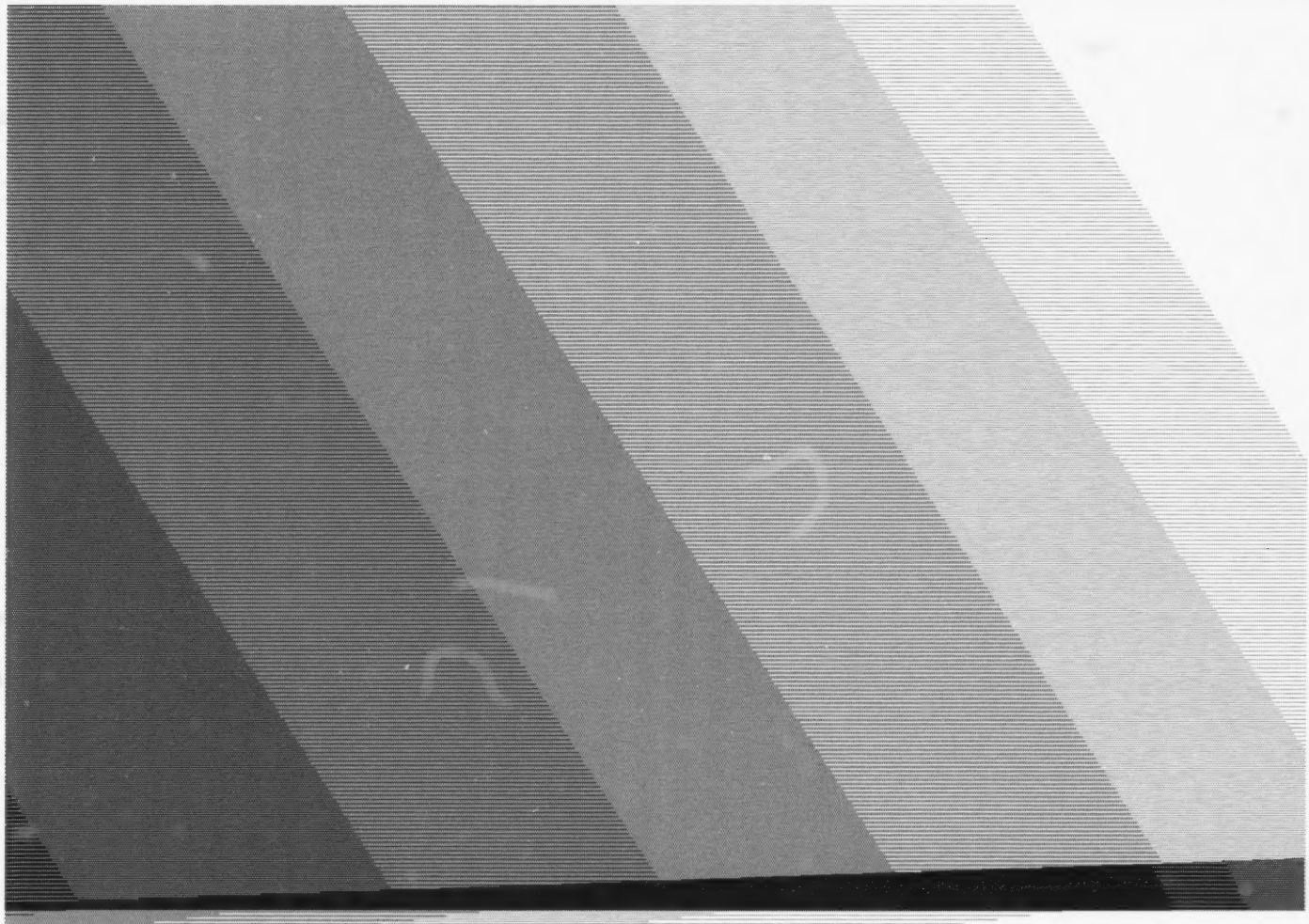
Over the past few years, we have worked diligently to provide quality judicial, registry and corporate services to the four federal courts, litigants and the public. To ensure we continue to meet our mandate and maintain the capacity to provide these core services, we will need to keep leveraging existing resources to the greatest extent possible. This will be particularly important in 2012-13 as we continue to experience significant resource constraints. As such, it is imperative that we focus on the following priorities, to maintain the ability to deliver comprehensive support services tailored to the needs of each of the four courts:

- Maintain the capacity to deliver fully on our mandate;
- Enhance security measures and services provided to members of the courts, employees, litigants and the public;
- Provide a robust, reliable and secure information management and information technology (IM/IT) infrastructure, and modernize judicial support systems;
- Ensure the long-term financial viability of the organization and establish a work environment that addresses employee needs; and
- Review CAS' governance to better respond to the specific needs of each court.

In the coming year, we will focus our efforts in several key areas. To attain optimal organizational performance and a safe and secure environment for users of the courts and the public, we will continue to invest in security, IM/IT and programs for our employees. CAS will also continue to work with the four courts and central agencies to identify possible means to address our long-term financial sustainability and improve our efficiency without compromising any aspects of our mandate. We will continue to assess and review our governance structure and policy frameworks to ensure that we are well-positioned to deliver services that meet the specific needs of the four courts and safeguard their judicial independence.

I look forward to moving ahead on our plans and priorities in order to continue supporting the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada, in the best interest of Canada and all Canadians. I also wish to extend my deepest gratitude to members of the courts and CAS employees for their ongoing support and dedication.

Daniel Gosselin
Chief Administrator



Section I:

Organizational Overview

Raison d'être

The Courts Administration Service (CAS) was established in 2003 with the coming into force of the *Courts Administration Service Act*. The role of CAS is to provide effective and efficient registry, judicial and corporate services to four superior courts of record – the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. Judicial independence is enhanced through the Act by placing the judiciary at arm's length from the federal government while ensuring greater accountability for the use of public money.

Responsibilities

CAS recognizes the independence of the courts in the conduct of their own affairs and aims to provide each with quality and efficient administrative and registry services. The purposes of the Act are to:

- Facilitate coordination and cooperation among the four courts for the purpose of ensuring the effective and efficient provision of administrative services;
- Enhance judicial independence by placing administrative services at arm's length from the Government of Canada and by affirming the role of the Chief Justices and judges in the management of the courts; and
- Enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary.

CAS has 639 employees in permanent offices in ten cities across Canada. The head office is located in Ottawa and its main regional offices are in Montreal, Toronto and Vancouver.

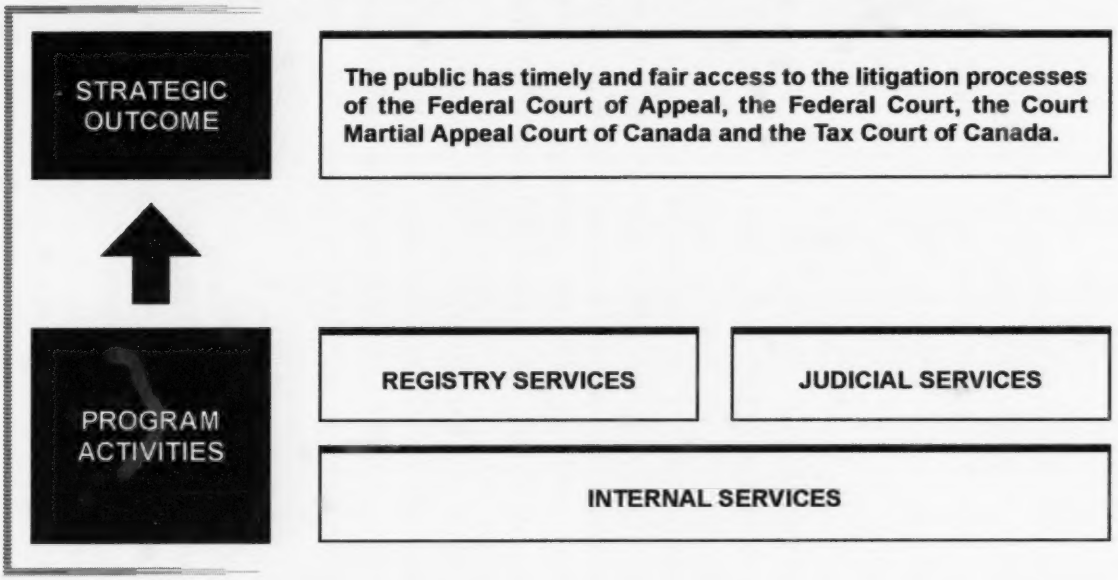
Judicial Independence

Judicial independence is a cornerstone of the Canadian judicial system. The impartiality of the members of the courts and access to justice are fundamental to a free and democratic society. As such, Canada's system of government is centered on three separate yet interdependent branches: legislative, executive and judicial. Each branch enjoys a necessary degree of independence and autonomy from the other. The independence of the judiciary ensures that members of the courts are free to make their decisions based solely on the law and facts without interference or improper influence from any source, whether from private interest, political pressure or otherwise. Judicial independence has three components: security of tenure, financial security and administrative independence.

While CAS reports to Parliament through the Minister of Justice, as per s. 12 of the *Courts Administration Service Act*, the organization plays a critical role by placing the courts at arm's length from the Government of Canada and by affirming the role of the Chief Justices and judges in the management of the courts. The Chief Justices are responsible for the judicial functions of their courts, including the direction and supervision over court sittings and the assignment of judicial duties. This model helps CAS enhance the independence of the courts and build public confidence in Canada's judicial system. In 2012-13, CAS will continue to safeguard judicial independence by identifying, monitoring and addressing risks that may hinder this independence.

Strategic Outcome and Program Activity Architecture (PAA)

Courts Administration Service 2012-13 Program Activity Architecture


STRATEGIC OUTCOME
The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.
PROGRAM ACTIVITIES
REGISTRY SERVICES
JUDICIAL SERVICES
INTERNAL SERVICES

Organizational Priorities

PRIORITY	TYPE[1]	STRATEGIC OUTCOME
Maintain the capacity to deliver fully on our mandate.	**New**	**The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.**

DESCRIPTION

Why is it a priority?

- CAS is mandated to provide effective and efficient judicial, registry and internal services to the four courts, while safeguarding their judicial independence. As such, CAS must allocate its resources to meet the needs of the courts. This limits the organization's control over its resources.
- The cumulative effect of chronic underfunding has made it challenging for CAS to pursue vital investments in priority projects and systems to maintain essential services to the four courts and their clients.
- Additional pressures to reduce expenditures continue to decrease CAS' ability to meet its obligations and deliver on its mandate.

Plans for meeting the priority

To ensure fair and timely access to the four courts, and in keeping with identified priorities and risks for 2012-13, CAS must ensure that its existing legacy systems continue to operate while carrying on with the modernization of its essential security services and IM/IT infrastructure systems.

CAS will continue to allocate its resources to meet the essential needs of each court. It will work closely with the four courts to identify and prioritize their needs while continuing to seek efficiencies. CAS will also continue to closely monitor its expenses and promptly identify any new financial risk resulting from non-discretionary expenditures, such as hearing costs, required to support the judicial process.

In 2012-13, CAS' staffing strategy must focus on ensuring it has adequate resources to support members of the courts. It will invest in employee training to maintain an experienced workforce with the necessary skill sets to fulfill CAS' mandate.

1. Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.

PRIORITY	TYPE[2]	STRATEGIC OUTCOME
Enhance security measures and services provided to members of the courts, employees, litigants and the public.	**New**	**The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.**

DESCRIPTION

Why is it a priority?

- Proper security is fundamental to the effective functioning of Canada's justice system. As such, the safe and secure operation of the courts is an integral component of CAS' service delivery model. CAS must provide members of the courts, employees and court users with adequate security and an environment free from fear and intimidation.
- CAS conducted a review of its security posture, and gaps were identified. These must be addressed, and national standards must be developed and applied.

Plans for meeting the priority

Over the next three years, CAS will continue to establish a comprehensive security program on behalf of the four courts. In 2012-13, CAS will begin the implementation of key programs in support of a standardized nationwide security approach for prevention, detection, response and recovery. CAS will apply new intelligence-led security strategies to proactively address potential security risks and ensure optimal application of security measures. This will be accomplished by gathering information from various sources, including law enforcement partners.

To further enhance its detection capabilities, CAS will implement elements of its security program, harmonize its security service delivery standards and leverage new technologies. The organization will update its wide-ranging business continuity plan, issue new standards for security personnel, implement a new program for security officers, acquire and deploy new screening equipment and deliver a comprehensive and ongoing security awareness program for members of the courts and CAS employees. This approach will be deployed gradually over the next three years. It will increase the organization's capacity to address security needs in a more timely, effective and cost-efficient manner.

By enhancing security measures and services, CAS will also strengthen its security culture throughout the organization and reinforce the focus on this top priority. This will help CAS identify and mitigate associated risks on an ongoing basis and provide increased protection for members of the courts, employees, litigants and the public.

2. Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.

PRIORITY	TYPE[3]	STRATEGIC OUTCOME
Provide a robust, reliable and secure IM/IT infrastructure, and modernize judicial support systems.	**New**	**The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.**

DESCRIPTION

Why is it a priority?

- Court operations depend on the effective and efficient management of information. To properly support court operations nationally, and provide the services required by litigants and the public, CAS relies on its IM/IT infrastructure and judicial support systems. As such, CAS must continue to develop its IT infrastructure to provide a secure and stable technological environment.
- CAS supports the courts with legacy systems which are obsolete, inefficient and incompatible with new and emerging technologies. These systems are placing additional demands on CAS' limited human and financial resources.
- CAS is faced with increasing pressures from both internal and external users of the courts for technological solutions that facilitate and improve the conduct of business. Some of the key essential judicial support systems include: Court and Registry Management System, e-filling, e-scanning, e-copying, digital audio recording and videoconferencing. These systems are required to support the Judiciary in the conduct of court operations and enable the Registry to receive, file, manage and retrieve documents, and to provide services to the courts and their users.

Plans for meeting the priority

In 2012-13, CAS will complete upgrades to its technological infrastructure and start dedicating more resources towards the development of judicial support systems.

As part of the technological infrastructure upgrades, CAS will continue to focus a substantial part of its resources on the replacement of critical IT network components and on completing the implementation of its new data centre. With a robust and reliable technical infrastructure, CAS will ensure the integrity and functionality of its information technology operations and offer a secure IT platform for the integration and implementation of key judicial support systems required to maintain and advance court operations.

To ensure CAS delivers on this priority while adhering to principles of good governance, stewardship, accountability, sound decision-making and effective planning, CAS will continue to strengthen its project management capacity. Through the new Enterprise Project Management Office (EPMO), CAS will ensure better project oversight and provide training to employees involved in the delivery of its projects. In addition, the EPMO will provide assistance and direction to project leaders working on upgrading, replacing and introducing systems required for the smooth running of the courts. The EPMO will guide all business analysis activities to ensure the proper identification and documentation of user requirements, workflows and business process improvements.

3. Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.

PRIORITY	TYPE[4]	STRATEGIC OUTCOME
Ensure the long-term financial viability of the organization and establish a work environment that addresses employee needs.	**Previously committed to**	**The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.**

DESCRIPTION

Why is it a priority?

Financial Viability:

To maintain the provision of core services to the four courts, CAS must ensure its long-term financial viability. Like many federal government organizations, CAS faces serious budget constraints attributable to several factors. Principal among these are:

- Approximately 80% of the non-salary operating and maintenance expenses for CAS are contracted costs for services to support the judicial process and court hearings. Since CAS is required under the Act to provide these services as directed by the judiciary, the related expenditures are essentially non-discretionary and limit the organization's financial flexibility.
- CAS is required to support additional judicial appointments with no corresponding source of funds.
- Funding for the Security Certificate Initiative has yet to be confirmed for 2012-13.
- CAS has had to absorb costs related to wage increases resulting from the collective bargaining process.

Employee Needs:

- CAS is a service-delivery organization that depends on a stable, qualified and experienced workforce to deliver high-quality services to the judiciary and the public. To maintain this capacity, CAS must focus on employee career development and succession planning.
- The 2011 Public Service Employee Survey highlighted areas for improvements that continue to affect employee satisfaction. Addressing these issues is of vital importance.

Plans for meeting the priority

Financial Viability

For several years, CAS has faced significant financial challenges which have affected its capacity to deliver on its programs and to move forward on a number of initiatives. This financial reality has also led to serious program integrity issues, which were recognized and partly addressed in the federal budget 2011. To ensure its long-term financial viability, CAS will work collaboratively with the courts, central agencies, other key partners and stakeholders to develop a more sustainable funding model.

CAS will continue to closely monitor and manage its significant financial risk by prioritizing the allocation of its resources.

4. Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.

Employee Needs

Senior Management is committed to supporting and developing employees, both individually and collectively. CAS will manage and engage its workplace and workforce with a special focus on planning, diversity, values and ethics, succession planning, learning and career development.

CAS will renew its support to executives and managers through leadership management development in order to enable them to proactively and effectively manage and support their employees.

Finally, through its planning and resource allocation frameworks, CAS will develop and implement an action plan in response to the results of the 2011 Public Service Employee Survey.

PRIORITY	TYPE[5]	STRATEGIC OUTCOME
Review CAS' governance to better respond to the specific needs of each court.	**New**	**The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.**

DESCRIPTION

Why is it a priority?

- CAS' service delivery model centers around the specific service requirements of four separate and independent courts, each with distinct priorities, issues, expectations and client needs.
- CAS' current governance structure poses a challenge as a result of the need to reach consensus among the four courts on decisions related to its service delivery model and to the establishment of its priorities and budget decisions.

Plans for meeting the priority

In 2012-13, CAS will continue to work closely with the four courts to implement a new governance structure. This will further enhance coordination with, and cooperation among the four courts and improve CAS' ability to fulfill its mandate.

To ensure proper alignment with the new governance structure, CAS will also pursue the review of its organizational structure, policies, business processes and management frameworks.

5. Type is defined as follows: **previously committed to** – committed to in the first or second fiscal year prior to the subject year of the report; **ongoing** – committed to at least three fiscal years prior to the subject year of the report; and **new** – newly committed to in the reporting year of the RPP or DPR.

Risk Analysis

CAS must manage its risks in an increasingly complex and challenging environment. The nature of its business, the unique characteristics of the Canadian judicial system, its governance structure and its unique clientele, are inherent factors which pose many challenges and risks to the effective management of CAS' business priorities. Other factors, such as government-wide priorities and limited resources, pose additional constraints which impact the management and execution of the organization's mandate. In 2012-13, CAS will continue to employ innovative and informed strategies to address its exposure to risks.

As part of its risk management activities, CAS conducts an annual review of risk factors that may impede its ability to achieve its mandate. Through a tailored integrated risk management approach, CAS has taken steps to proactively identify, assess, monitor and address key risks. The result is the development of a formal corporate risk profile that provides a summary of the key risks faced by the organization.

In 2012-13, CAS will continue to implement strong governance, oversight and risk management practices. The identification of risks and the development of mitigation measures and controls will continue to contribute to the establishment of priorities, planning, resource allocation, policy development, program management and performance reports.

The following represents the key risks facing CAS in 2012-13 and some of the mitigation strategies planned for each risk. It must be noted that CAS' key risks are aligned with its priorities.

Court and Registry Information Technology Systems

There is a risk that the court and registry information technology systems and infrastructure will be unable to meet the requirements of evolving technology and program activities. To ensure it meets the specific needs of the courts and of court users, CAS must keep up with current technological advancements and applications used by the Canadian courts and the legal profession. In order to properly address this key risk, CAS must ensure that the courts and registry information systems are able to meet the requirements of evolving technology and program activities. The first step to mitigate this risk will be the completion of infrastructure enhancements and the implementation of a new data centre. This will be followed by measures to enhance server security and the implementation of new IT policies and procedures. While this work is underway, CAS will also increase its project management capacity through its new Enterprise Project Management Office, and support employees with project management tools and training.

Upgrading CAS' technology infrastructure will support the implementation of a new Court and Registry Management System, the use of digital audio recording, videoconferencing, electronic filing and electronic storage of documents. These projects will be implemented over the coming years and are included in CAS' new five-year Investment Plan.

Financial Resources Sufficiency

There is a risk that sufficient financial resources will not be available to maintain CAS' capacity to deliver fully on its mandate. This risk is driven by many factors: demands on its resource base; aging IM/IT systems and infrastructure; lack of budget or mechanism to finance capital projects; and limited options to address program integrity.

CAS has no control over a significant portion of judicial expenditures, notably those related to hearings. Approximately 80% of the non-salary operating and maintenance expenses for CAS are contracted costs for services to support the judicial process and court hearings. Since CAS is required under the Act to provide these services as directed by the judiciary, the related expenditures are essentially non-discretionary and limit the organization's financial flexibility.

To address this risk, CAS will continue to monitor closely its budget spending through frequent reviews of expenditures to rapidly identify pressures and surpluses, and to reallocate funding to pressing priorities. The program integrity funding received through Budget 2011 will be used to address some critical security and IT needs. While the organization's program integrity issues were recognized, they were only partially addressed. For this reason, CAS will work collaboratively with central agencies to identify a sustainable funding model and develop a business case seeking additional funding to address urgent court accommodation issues.

Security

The need for enhanced security measures and services for members of the courts, employees, litigants and the public has been identified as both a key risk and a top priority for CAS in 2012-13. To help the organization mitigate this risk, CAS has undertaken a Security Threat and Risk Assessment and is developing a National Security Strategy along with its corporate security action plan with well-defined priorities.

In Budget 2011, CAS received multi-year program integrity funding. CAS will continue to invest some of these funds in improved and standardized security measures across the country and to initiate or complete many security initiatives identified in its security action plan. These include security awareness training, screening and security equipment, security risk management process, security officer program and various upgrades to its facilities.

Information Management

There is a risk that CAS may be unable to meet the IM requirements for rigorous protection and management of records and information. This risk is driven by two main factors: (1) safeguard of court records and (2) access to corporate information to support decision-making. To mitigate this risk, CAS will implement a scanning project for court records to safeguard federal courts records.

The second factor is related to the possibility of losing corporate information. This may diminish the effectiveness of decision-making within the organization and impact its ability to comply with various policies. To mitigate this risk, CAS must adopt current information management principles, practices and standards, and implement a Document Management System which will act as the central repository to store and manage corporate documents.

Planning Summary

Financial Resources ($ millions)

2012-13	2013-14	2014-15
68.1	65.7	65.8

Human Resources (Full-Time Equivalent)

2012-13	2013-14	2014-15
639	639	639

Note: The financial and human resources for the implementation of Bill C-11, an Act to amend the *Immigration and Refugee Protection Act (Balanced Refugee Reform Act)* and the *Federal Courts Act* are included in the tables above. Also, 2011-12 represents the final year of funding for CAS to manage immigration cases involving classified information under Division 9 of the *Immigration and Refugee Protection Act*.

Strategic Outcome: The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

PERFORMANCE INDICATOR	TARGET
On a scale of 1 to 5, satisfaction rate of the public of at least 4 with CAS regarding access to the litigation process.	**80%**

Planning Summary Table

PROGRAM ACTIVITY	FORECAST SPENDING 2011-12	PLANNED SPENDING			ALIGNMENT TO GOVERNMENT OF CANADA OUTCOMES
		2012-13	2013-14	2014-15	
Judicial Services	22.0	22.0	21.8	21.8	Strong and independent democratic institutions
Registry Services	29.7	25.5	25.5	25.6	Strong and independent democratic institutions
Total Planned Spending		**47.5**	**47.3**	**47.4**	

Note: The table above includes financial resources for the implementation of Bill C-11, an Act to amend the *Immigration and Refugee Protection Act (Balanced Refugee Reform Act)* and the *Federal Courts Act*. Also, 2011-12 represents the final year of funding for CAS to manage immigration cases involving classified information under Division 9 of the *Immigration and Refugee Protection Act*.

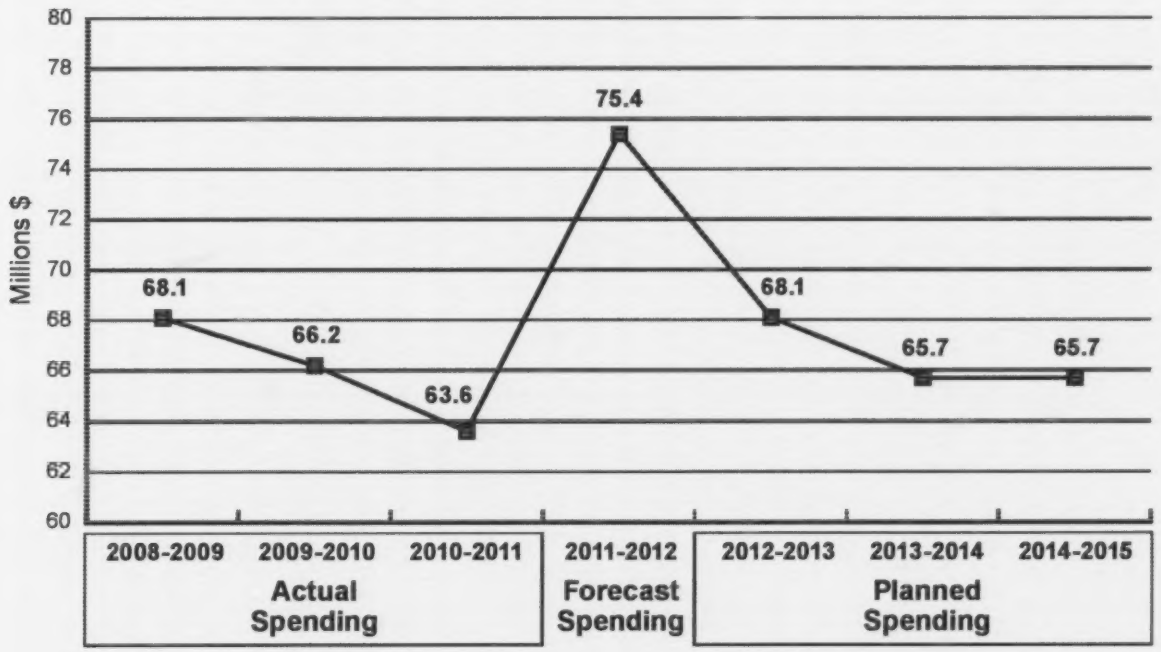
Planning Summary Table

PROGRAM ACTIVITY	FORECAST SPENDING 2011-12	PLANNED SPENDING			ALIGNMENT TO GOVERNMENT OF CANADA OUTCOMES
		2012-13	2013-14	2014-15	
Internal Services	23.7	20.6	18.4	18.3	Strong and independent democratic institutions
Total Planned Spending		**20.6**	**18.4**	**18.3**	

Note: The table above includes financial resources for the implementation of Bill C-11, an Act to amend the *Immigration and Refugee Protection Act (Balanced Refugee Reform Act)* and the *Federal Courts Act*. Also, 2011-12 represents the final year of funding for CAS to manage immigration cases involving classified information under Division 9 of the *Immigration and Refugee Protection Act*.

Expenditure Profile

Actual, Forecast and Planned Spending 2008-09 to 2014-15



The variations in spending seen in the chart are attributable to a series of factors which fall under two broad categories: CAS responsibilities and government decisions.

In the first category, the factors which most significantly impact actual spending include: the termination in 2008-09 of funding from the Treasury Board Management Reserve for the unfunded costs of certain judicial positions; the costs in 2008-09 of relocating registry employees within the National Capital Region; and the variations in the funding provided for the Bill C-3 Security Certificate Initiative, with the minimum amount being in 2009-10. The increase in forecast spending in 2011-12 includes: payments to employees in relation to collective agreements signed in 2011; the costs of relocating CAS' corporate functions and the data centre; a major investment in information technology infrastructure to address rust-out issues; and the provision in Budget 2011 for permanent program integrity funding for CAS to improve court security and to fund legislatively mandated judicial appointments.

In the second category, the factors related to government decisions include lump sum funding for collective agreements and existing employee benefits such as severance and maternity pay. One such example is the option recently offered to many employees to convert severance pay entitlements into cash; this represents the biggest single component in the 2011-12 increase in spending. Other factors affecting spending from year-to-year include various government expenditure restraint measures.

For the forecast period, year-over-year planned spending decreases, in part because costs associated with collective agreements and other pay-list requirements are expected to decline. In addition, there are two specific situations that could have an important impact on expenditures: funding has not yet been approved for the Security Certificate Initiative; and funding for additional judicial appointments in support of refugee reform under Bill C-11 is included in the planned expenditure levels but is not available to CAS until these appointments are made.

Estimates by Vote

For information on our organizational appropriations, please see the **2012-13 Main Estimates publication** at: http://www.tbs-sct.gc.ca/est-pre/20122013/p2-eng.asp

Section II:

Analysis of Program Activities by Strategic Outcome

Strategic Outcome

The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

Program Activity: Judicial Services

Program Activity Description

Judicial Services provides direct support to all the justices through the efforts of judicial assistants, law clerks, jurilinguists, chauffeurs, court attendants and library personnel. The services provided include research, documentation, revision, editing, and linguistic and terminological advice, the object of which is to assist the judges in preparing their judgments and reasons for judgment.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
22.0	**21.8**	**21.8**

Human Resources (Full-Time Equivalent)

2012-13	2013-14	2014-15
191	**191**	**191**

PROGRAM ACTIVITY EXPECTED RESULTS	PERFORMANCE INDICATOR	TARGET
Judges have the support and resources they require to discharge their judicial functions.	**On a scale of 1 to 5, satisfaction rate of judges of at least 4 with the services they received.**	**80%**

Planning Highlights: Judicial Services

Judicial Services plays a vital role in support of the organization's mandate by offering key services to members of the courts. The program enables them to hear and dispose of cases efficiently, which is essential to the proper functioning of the judicial system. It also ensures that the public has timely access to court orders and decisions, and supports the important liaison that exists between the bench and bar as well as the work of the statutory rules committees of the courts. All of these activities ensure the effective, efficient and timely administration of justice for litigants before the courts, and more generally, for all Canadians.

In 2012-13, the executive legal counsels and senior legal advisors will continue to provide key strategic management and legal advice to the four Chief Justices and other members of the four courts. This includes support and legal advice to court committees that facilitate dialogue between the courts, litigants and the public. These committees provide a forum for discussions on court practices and they issue amendments to court rules. Judicial Services will also continue to support the development of practice guidelines for alternative dispute resolution of Federal Court proceedings involving Aboriginal litigants through the Aboriginal Law Bar Liaison Committee. As part of a broader review of its governance and organizational structure, CAS will also continue to increase its legal support to the four courts.

CAS provides a full range of professional law library services to the four courts. They make available a collection of legal and other work-related materials in electronic and paper formats to meet the immediate and long-term information needs of the judiciary and CAS. In an effort to control the rising cost of all print and electronic publications, CAS will develop a cost containment strategy. This includes the continued review of various electronic information services, as well as the continued review and integration of print library collections in judicial chambers, regional offices and various administrative areas within the organization. In addition, the library will finalize policies and procedures aimed at streamlining library holdings, and work with IT Services on the implementation of a new digital depository to facilitate access to, and the management of electronic publications.

Under their respective legislation, each of the four federal courts is designated as a "superior court of record." Consequently, under current rules, essentially all court records are retained, which means that CAS has accumulated a vast amount of documents from court cases. To improve the efficiency and accessibility of court records, and reduce ongoing storage and management costs, CAS will launch a court records retention and digitization project. In this regard, the main focus in the coming year for Judicial Services will be to establish court records retention and disposition schedules for each court, obtain the agreement of the Chief Justices as well as the formal approval of court rules changes.

On an annual basis, CAS hires more than sixty law clerks to support members of the courts by preparing case summaries, researching questions of law and preparing detailed memoranda on facts and legal issues. This annual hiring process generates applications from upcoming and recent graduates of law schools from across Canada. To streamline this process and reduce the paper burden on both CAS and the applicants, CAS will complete the implementation of a new online application tool for law clerks. This will also facilitate the management of the application and interview process and provide a secure online solution to potential candidates.

Another key strategy for the delivery of judiciary services will be the integration of results with performance. In 2012-13, a survey will be conducted to measure the satisfaction of judges and prothonotaries with CAS' judicial services. Survey results will be used to develop an action plan for future service improvement initiatives. In addition, CAS will review its Performance Measurement Framework. This will include new service standards that will link performance measures and expected results to financial resources and the organization's strategic outcome.

Finally, Judicial Services will continue to publish bilingual court judgments on the four courts' websites. It will also work closely with the Registry and Internal Services to revamp the four court' websites and implement the new Court and Registry Management System (CRMS). This will ensure that CRMS and the four websites meet the needs of the courts.

Program Activity: Registry Services

Program Activity Description

The Registry Services processes legal documents and applications for judicial review under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. It also ensures proper court records management and adequate operation of the litigation and court access process.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
25.5	**25.5**	**25.6**

Human Resources (Full-Time Equivalent)

2012-13	2013-14	2014-15
297	**297**	**297**

PROGRAM ACTIVITY EXPECTED RESULTS	PERFORMANCE INDICATOR	TARGET
Court files are always accurate and complete.	**On a scale of 1 to 5, satisfaction rate of clients and judges of at least 4 with accuracy and completeness of court files.**	**80%**

Planning Highlights: Registry Services

Registry services are critical for the efficient and effective delivery of justice by the courts. During the planning period, CAS intends to move forward with initiatives that will improve its services and facilitate timely and fair access to the litigation process of the four courts.

Court operations depend on modern information technology systems to enable the courts and the Registry to manage legal documents and to help the courts to fulfill their legislative mandate as superior courts of record. Critical operational support services provided to the courts by the Registry across Canada include: reception, issuance and processing of legal documents, appeals and applications for judicial review; ensuring the proper management of court records; and providing support to the litigation and court access process.

In 2012-13, Registry Services will continue to support the phased implementation of a new Digital Audio Recording System (DARS). Once fully implemented, DARS will improve the conduct of court hearings and reduce court reporting and transcript costs. Resources will also be dedicated to help plan for the acquisition and implementation of a new Court and Registry Management System (CRMS). The new CRMS will replace a suite of obsolete, incompatible and inefficient systems. It will enable the courts and Registry to move to fully integrated use of electronic documents by various means such as electronic filing, electronic scanning and copying as well as digital audio recording. At present, the courts operate in a mixed paper and digital environment; the completed transition will result in improved functionality and substantial savings. The judiciary, as well as users of the courts, including lawyers and federal departments and agencies, are pressing for digitalization to be completed as soon as possible. The CRMS application will include functionality for electronic filing of court documents by litigants and others, handling information and automating workflows in compliance with court rules and procedures, scheduling hearings and courtrooms with all parties involved, transmitting decisions to litigants and legal professionals, and compiling and reporting performance measures and statistics needed for the efficient functioning of the courts. The new CRMS will also build interfaces and information structures tailored to members of the courts that are essential to the eventual introduction of electronically-enabled courtrooms. These projects will be introduced through a phased approach that will begin in 2012-13 and is expected to be completed in 2016-17. To facilitate the transition to new systems and business practices, each court's registry will continue to streamline, document and review all Registry processes. This will help improve the quality of documented procedures and operational training programs.

Another key strategy for the delivery of registry services is the integration of results with performance in support of the organization-wide approach to providing registry services based on requirements of our clientele, and the most efficient allocation and use of resources. This strategic approach will be supported by a national survey of Registry Services' users. The results of the survey will be used to improve the registry services offered by CAS. In addition, CAS will establish a new Performance Measurement Framework that will integrate registry program activities as a component of the Registry's evaluation strategy. This will include new service standards that will link performance measures and expected results to financial resources and the organization's strategic outcome.

While much effort will be spent on replacing the current unsustainable and inadequate system, Registry Services will also continue to ensure the rigorous monitoring of the significant financial risk related to non-discretionary expenses for court hearings. For example, CAS does not control the duration and number of hearings or the length of transcripts or decisions that need to be translated. These non-discretionary expenses are highly variable and extremely difficult to manage within fixed reference levels; and thus add significant financial pressures which compromise the organization's ability to deliver on its priorities.

Program Activity: Internal Services

Program Activity Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of the organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across the organization and not those provided specifically to a program.

Financial Resources ($ millions)

2012-13	2013-14	2014-15
20.6	18.4	18.3

Human Resources (Full-Time Equivalent)

2012-13	2013-14	2014-15
151	151	151

Planning Highlights: Internal Services

Over the next several years, Internal Services will continue to lead a number of key initiatives aimed at supporting and facilitating the delivery of judicial and registry services through significant investments in security and IM/IT. Efforts to strengthen financial and human resources as well as its project management capacity will also be a key focus for CAS.

Security

CAS has identified security as one of its top priorities for the period of 2012-13 to 2016-17. Proper security is fundamental to the effective functioning of the justice system. In the coming years, CAS will continue to implement elements of its security program. These include: a revised business continuity plan for CAS; new standards for security personnel; new screening equipment; a comprehensive and ongoing security awareness program for members of the courts and CAS employees; a security risk management process; a security officer program; and various upgrades to its facilities. In 2012-13, CAS will also begin implementing a Security Operations and Communications Centre (SOCC). This initiative will create a single-point-of-contact operations and communications centre which will be available 24/7/365. It will provide central monitoring for all CAS security systems. The SOCC will become the national focal point of command, control, communications and intelligence for security services offered to the four courts.

CAS will also develop and oversee a harmonized national security program to address evolving requirements and ensure that court security measures across Canada are standardized and consistently applied to achieve their intended results. Regular assessments and compliance reviews will determine whether security measures are working properly, and any necessary corrective actions will be undertaken in a timely manner. Remedial plans have already been developed to address the security gaps identified to date.

Information Management and Information Technology (IM/IT)

A sound IM/IT infrastructure is the foundation for the functionality, reliability and security of court operations and administrative functions. For 2012-13, CAS has identified IM/IT as one of its key priorities and top corporate risks. While the organization has made significant progress and investment in IM/IT in 2011-12, the main focus for the reporting period will be the completion of IT upgrades which include a new data center. The data centre project involves: relocating to a new facility; configuring, migrating, virtualizing and hardening new servers; and installing a new backup and disaster recovery system. With a more robust, reliable and secure IT infrastructure, CAS will be able to support, over the next five years, the implementation of technology-enabled solutions for the judiciary such as the new CRMS, e-filing capability, digital audio recording systems, videoconferencing, e-scanning and e-copying equipment, and an online law clerk application system.

CAS will upgrade and replace various corporate information systems required for the support of administrative functions such as human resources management, financial management, asset management and information management.

To meet CAS' information management needs and to comply with Treasury Board information management policies, principles, standards and practices, CAS will update its information management framework and implement a new Document Management System. This will enable technological integration with other corporate systems and ensure that digital information can be easily accessed and shared. This will also address recommendations resulting from the Comptroller General audit of electronic records, as well as recommendations resulting from the Management Accountability Framework.

Finance

To ensure its long-term financial viability, Financial Services will work collaboratively with the courts, central agencies and other key partners and stakeholders, to develop a more sustainable funding model. It will also continue to work with other program areas to ensure the rigorous monitoring of the significant financial risk related to non-discretionary expenses, including costs related to hearings. These non-discretionary expenses are highly variable and extremely difficult to manage within fixed reference levels, adding significant financial pressures and limiting the organization's ability to deliver on its priorities. Support will also be provided to the Investment Planning Committee to ensure proper financial reporting and monitoring of the new five-year investment plan.

During the reporting period, CAS will continue the implementation of its policy on internal controls. This will include the documentation of key processes as well as testing, monitoring and remediation. CAS will also upgrade its financial system to keep with the Government's FreeBalance cluster and allow it to take advantage of system enhancements.

Human Resources

To ensure CAS has the capacity to meet its obligations and deliver on its priorities, it will continue to invest in its learning, leadership and talent management programs. This will also include the implementation of a mentoring program for its middle managers and the development of a new approach to succession planning. The latter will facilitate the organization's ability to identify, develop and retain the talent necessary to achieve its strategic outcome.

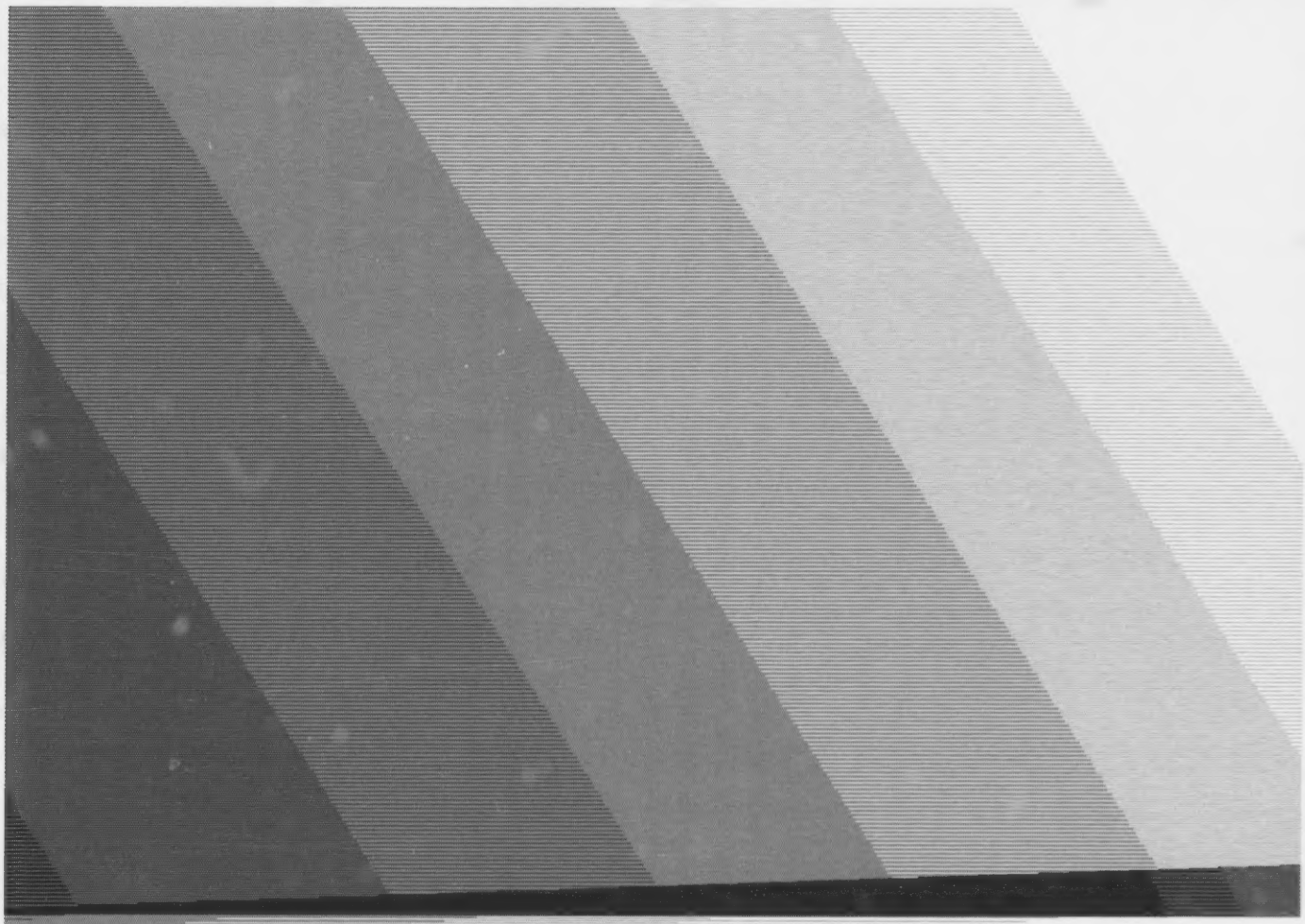
Human Resources will support both the governance and organizational structure reviews by providing services and advice to senior management. In addition, Human Resources (HR) will address the areas for improvements raised in the most recent Public Service Employee Survey.

With support and maintenance services no longer available for the current Human Resources Information System, CAS will ensure the continuity of HR operations by implementing a new HR system.

Investment Plan and Project Management

In 2012-13, CAS will continue to prioritize and move ahead on initiatives that will not only save money but also improve services. To achieve this, CAS will begin the implementation of its five-year Investment Plan for the fiscal years 2012-13 through 2016-17. The implementation of the Investment Plan is a vital step in ensuring the continued effective and efficient provision of services to the courts, their users and the public. It will provide a standardized process for investment decision-making and project management while ensuring that CAS is allocating its scarce resources to investments that provide the most value to the organization.

To ensure CAS delivers on its priorities while adhering to principles of good governance, stewardship, accountability, sound decision-making and effective planning, CAS will continue to strengthen its project management framework and capacity. This will be accomplished through the full implementation of the new Enterprise Project Management Office which will establish common standards and processes for all its projects, and offer project management training.



Section III:

Supplementary Information

Financial Highlights

These future-oriented financial highlights are intended to serve as a general overview of CAS' financial position and operations. They are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

CAS' future-oriented financial statements can be found at: http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/RPP_eng

Future-Oriented Condensed Statement of Operations

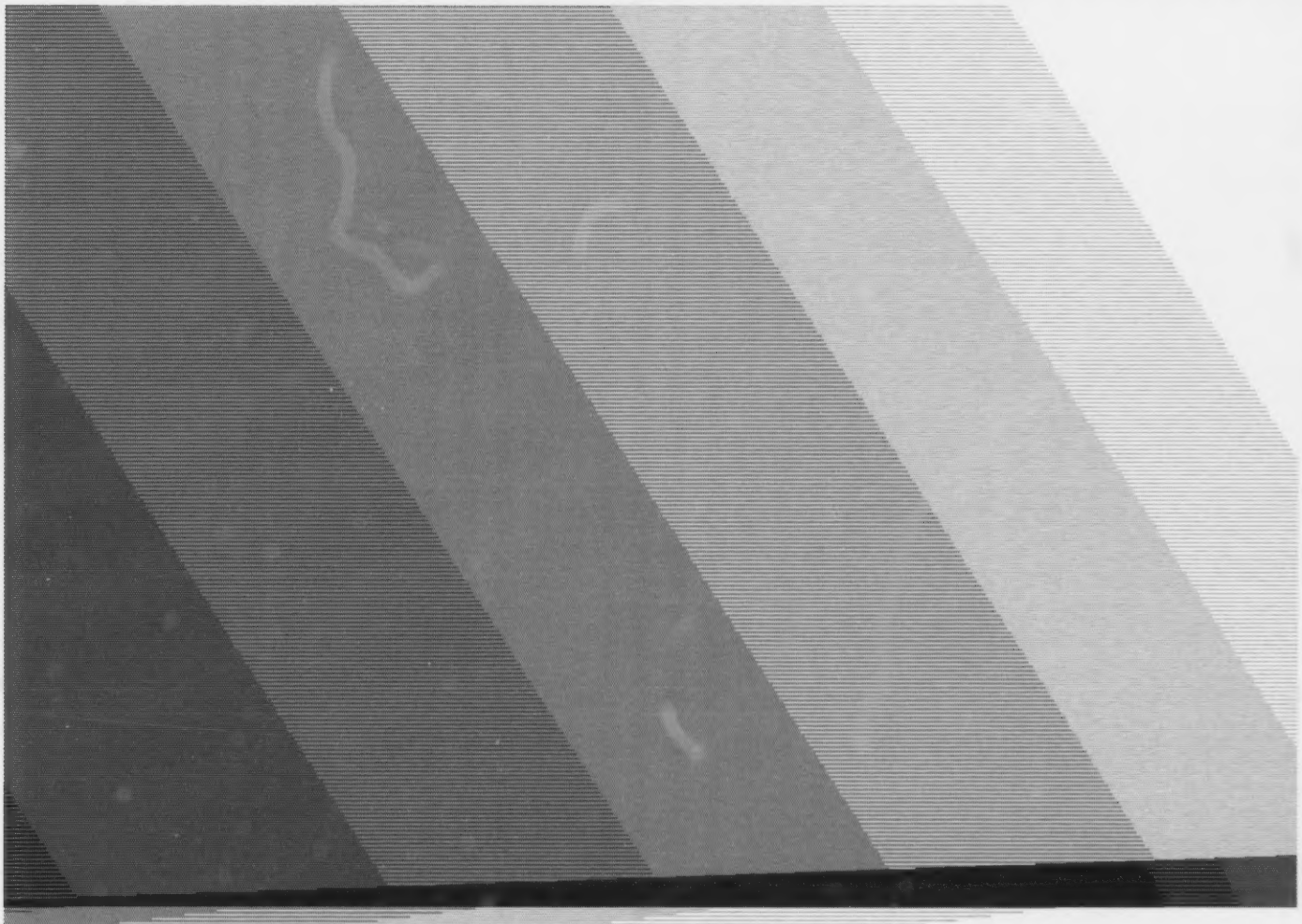
For the Year (ended March 31)
($ thousands)

	% CHANGE	ESTIMATED RESULTS 2012-13	PLANNED RESULTS 2011-12
Total Expenses	-3%	96.940	99.438
Total Revenues	120%	8.294	3.775
Net Cost of Operations	**-7%**	**88.646**	**95.663**

Future-Oriented Condensed Statement of Financial Position

For the Year (ended March 31)
($ thousands)

	% CHANGE	ESTIMATED RESULTS 2012-13	PLANNED RESULTS 2011-12
Total assets	2%	15.709	15.348
Total liabilities	-8%	13.357	14.497
Equity of Canada	176%	2.352	0.851
Total	**2%**	**15.709**	**15.348**



Section IV:

Other Items of Interest

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